The CMMI^{SM} as a Framework for High Performance Organizations

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Conceptual Model of a
High Performance Organization

High performance organizations are organizationally mature, fast moving, focused on organizational goals at all levels, have instantaneous access to and apply the latest knowledge in their domains, have a detailed and continuously refreshed view of the marketplace, and routinely exceed their customer's expectations. As by-products, they also exhibit a highly developed sense of organizational integrity, openly share information within the organization, and are professionally satisfying places to work.

High performance organizations don't compete on the same playing field as others- they are on a new field, playing a new game that customers easily recognize as having exceptionally high value. The CMMI family of models provides an enabling framework for high performance.
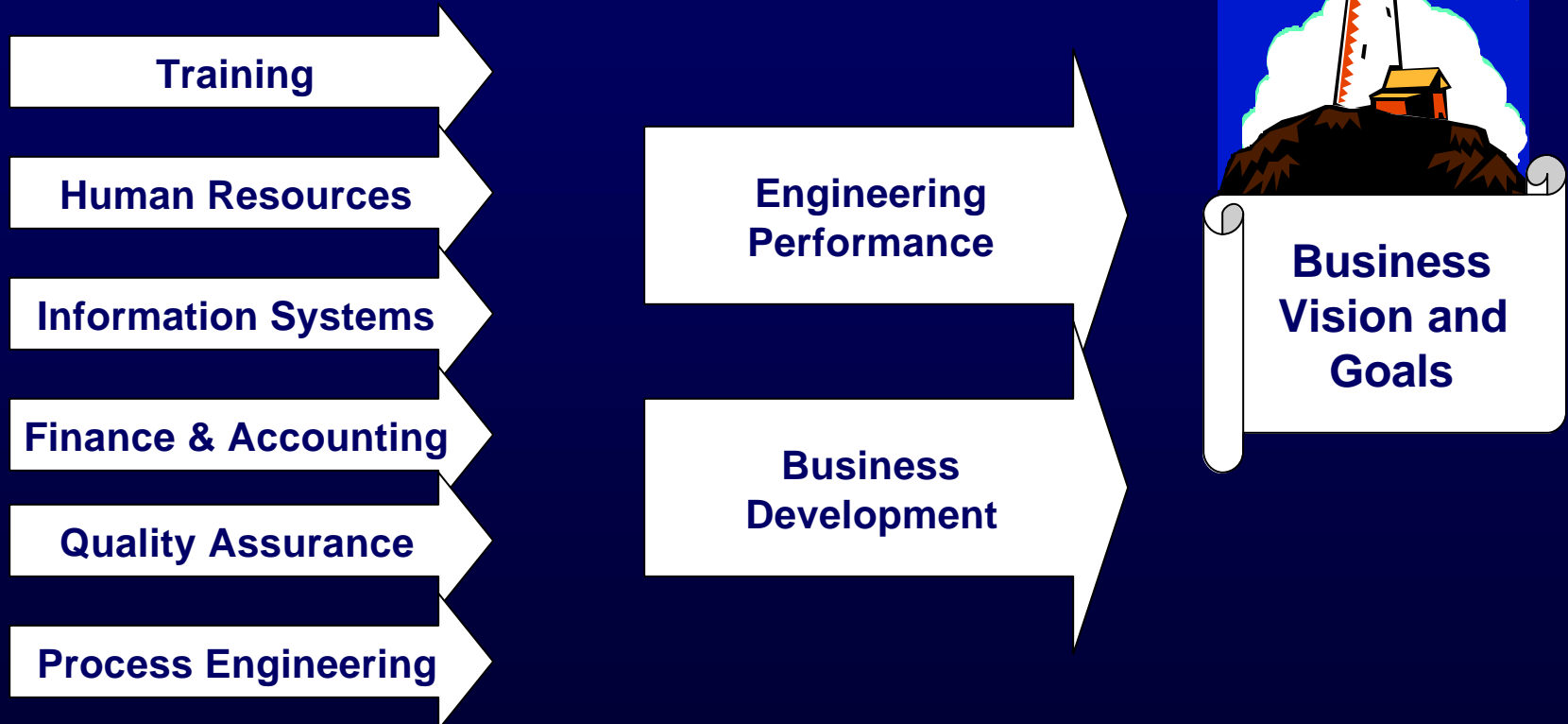
High performance organizations typically take full advantage of effective approaches to information management, knowledge management, and visioning/leadership; superior engineering and service processes and technologies; and marketing/ business development. The CMMI family of models provides a framework for engineering and service processes and technologies that clarifies the relationship between engineering and the rest of the enterprise.
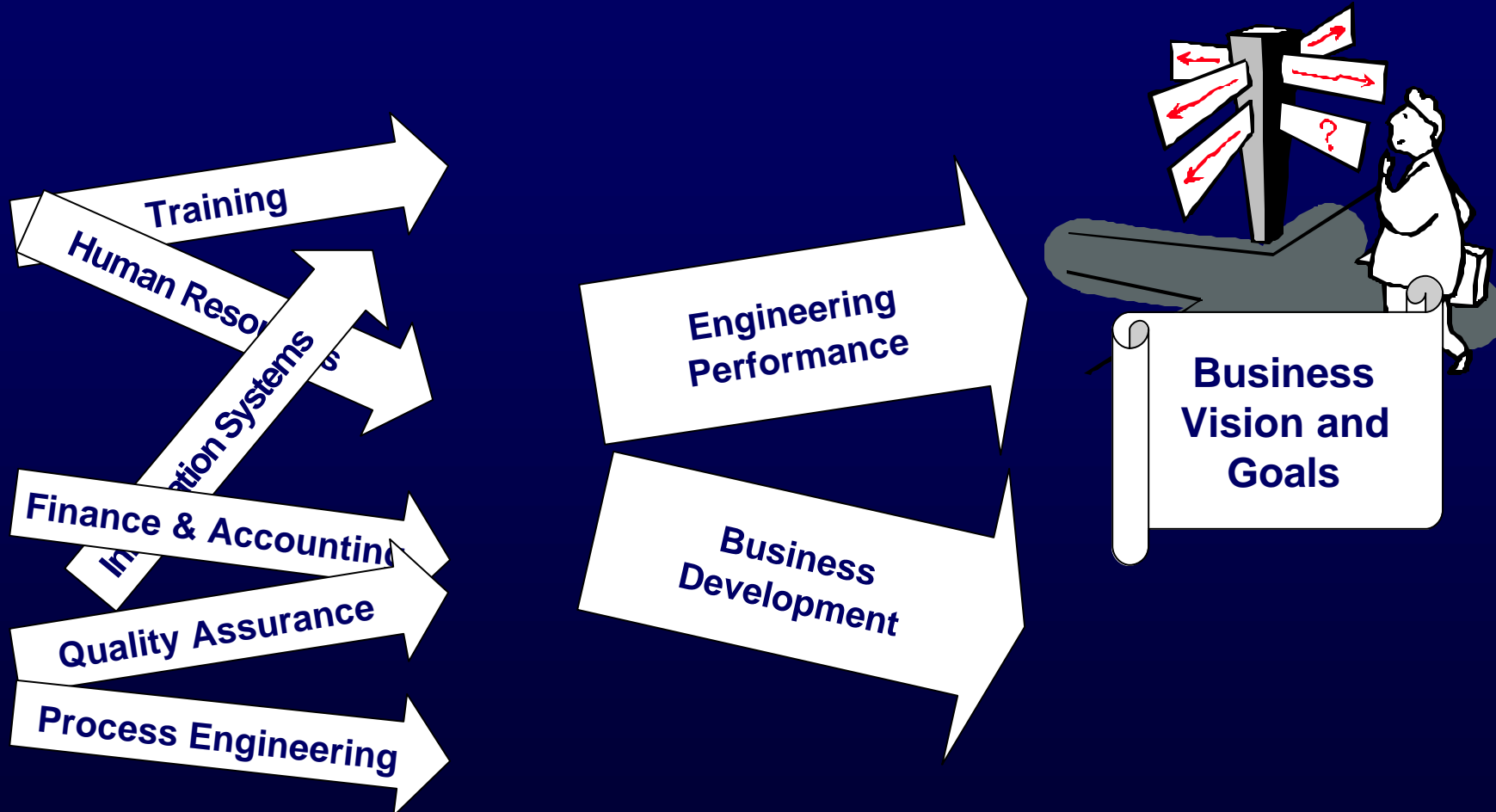
The Thinking Behind the Initiative

- **Relatively large investments are required to attain meaningful maturity or capability levels**

- **CMMI already requires a modicum of organizational alignment**
  - **Business goals**
  - **Measurements**
  - **Mission processes and technologies**
  - **Infrastructure**

- **Changes in organizational culture are already going to take place**
  - **Information sharing**
  - **Process discipline**
  - **Strategic, tactical and daily focus**

Why NOT leverage all of this to sharpen OPERATIONAL FOCUS and HIGHLY ENERGIZE the entire organization?

Ideal Functional Alignment

Training →

Human Resources →

Information Systems →

Finance & Accounting →

Quality Assurance →

Process Engineering →

Engineering Performance →

Business Development →

Business Vision and Goals

"Typical" Functional Alignment

Training

Human Resources

Information Systems

Finance & Accounting

Quality Assurance

Process Engineering

Engineering Performance

Business Development

Business Vision and Goals

How to Focus and Energize the Organization

- **Remember that there are only two mission areas:**
  - **Engineering Performance**
  - **Business Development**

- **Drive infrastructure to support mission areas:**
  - **Process engineering**
  - **Information systems**
  - **Training**
  - **Quality assurance**
  - **Human resources**
  - **Finance & accounting (& contracts)**

- **Use CMMI framework to structure and monitor progress toward highly integrated, focused, and effective org-level performance**

Implement High Performance Processes

- **Specify organizational vision and goals**
  - **Organizational Process Focus**
  - **Organizational Process Definition**
  - **Organizational Innovation and Deployment**
  - **Measurement and Analysis**
- **Drive Engineering Performance to support goals**
  - **Most CMMI process areas**
- **Drive Business Development to support goals**
  - **Project Planning**
  - **Process & Product Quality Assurance**
  - **Organizational Training**
- **Drive Infrastructure to support goals**
  - **Project Planning**
  - **Project Monitoring and Control**
  - **Process & Product Quality Assurance**
  - **Measurement & Analysis**
  - **Supplier Agreement Management**
  - **Organizational Training**

Oversee and Monitor Process Implementation

- **Measurement & Analysis**
  - Performance measures
  - Alignment measures
- **Process & Product Quality Assurance**
  - Product audits
  - Process audits
  - Independent feedback
- **Risk Management**
  - Goal attainment risks
  - Process implementation risks
- **Organizational Process Definition**
  - Standard process definition (for mission/infrastructure)
- **Organizational Process Performance**
  - Process focus and support of vision/goals
- **Organizational Innovation and Deployment**
  - Incremental measurement of improvement

The Framework

Training

OT, PPQA

Human Resources

PP, PMC, PPQA, OT
M&A, PPQA , DAR, OID

Information Systems

PP, PMC, SAM, M&A
PPQA, OT

Finance & Accounting

PP, PMC, SAM, M&A
PPQA, OT

Quality Assurance

SAM, M&A, PPQA, OT

Process Engineering

M&A, PPQA, OPF, OPD, OT

Risk, DAR, OPP, OID, CAR

Engineering Performance

RM, PP, PMC, SAM, M&A, PPQA

CM, RD, TS, PI, Ver, Val, OT, IPM

Risk, DAR, QPM, CAR

Business Development

PP, PPQA, OT

Business Vision and Goals